FACTORS THAT INFLUENCE THE MANAGEMENT OF CHANGE IN A TURBULENT BUSINESS ENVIRONMENT: A CASE OF TELKOM HEADQUARTERS KENYA

BY

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UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

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A Research Project Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Masters in Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

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STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution, or university other than the United States International University in Nairobi for academic credit.

Signed: ______________________  Date: ______________________

Catherine Wairimu Mburu (ID No: 636766)

This project has been presented for examination with my approval as the appointed supervisor.

Signed: ______________________  Date: ______________________

Fred .O. Newa

Signed: ______________________  Date: ______________________

Dean, Chandaria School of Business
ABSTRACT

The purpose of this study was to evaluate factors that influence the management of change in Telkom Kenya Limited in a turbulent business environment. The study was guided by the following research questions: What is the influence of internal communications strategy on change management in Telkom Kenya Limited? What is the influence of training and development on change management in Telkom Kenya Limited? What is the influence of culture on change management in Telkom Kenya Limited? Descriptive survey research designs was be used to allow researchers to gather information and summarize, present and interpret data for the purpose of clarification. The target population of study was 167 top level managers, middle level managers and lower level managers at the Telkom Kenya headquarters. Stratified sampling was used to help increase the statistical efficiency of a sample by providing adequate data per stratum and a sample size of 114 respondents was arrived at.

A review of the first objective indicated that employees are able to understand change and its impact. Study findings indicated that Telkom Kenya uses change management practices such as staff communication. Results also show that Telkom Kenya has increased communication during change processes. Majority also indicated their pleasure with management's efforts to keep employees up to-date. With regard to the second objective it was agreed that through training, respondents have been able to gain more knowledge. Study also show that managers at Telkom Kenya create awareness regarding change management. Findings also revealed that Telkom Kenya has developed policies such as; human resource code for staff development training. Analysis of the third objective revealed that Telkom Kenya has a culture that is in line with their goals. Study also show that Telkom Kenya has a culture which influence positive attitudes and behaviour at work. Findings also show that Telkom Kenya has a clear mission statement in place. It was also shown that Telkom Kenya adjust its culture to be able to deal with changes taking place in the environment. At the same time Telkom Kenya develops employees for change management.

It was concluded variation in change management is attributed to internal communication thus it’s of essence for the firm to always make the employees understand change and its
impact. This can only be achieved through having an efficient channel for staff communication. It is thus the management's role to ensure all efforts are done to keep employees up to-date. Secondly, training and development is a vital aspect with regard to how employees react to changes in a firm. The training needs and demands should always be aligned to the human resource code for staff development training. Thirdly, organization culture has an influence on how employees react to change management. Employees need the information and thus there should be an awareness with regards to past and present system of operation. In addition, Telkom Kenya uses its mission statement to implement change.

The study recommended that Telkom Kenya should continue using change management practices such as staff communication in order to minimise rumours and also to keep employees up to-date with the anticipated changes. The firm needs to adopt a clear policy that communicate employees’ responsibilities during change management process. Secondly, training is a vital component with regard to the changes in a firm, thus Telkom Kenya should ensure that its employees are well trained to handle any changes that take place in the sector. For smooth transition the firm should offer training and development programs before the change is affected. Thirdly, Culture plays a vital role with regard to how change in the firm is absorbed by the employees. Thus Telkom Kenya needs to maintain a culture which influence positive attitudes and behaviour at work. The firm also needs to ensure that the culture is consistent with the change management strategy. For further studies, it is recommended that a similar study should be done to determine other factors that affects change management in other telecommunication firms in Kenya.
ACKNOWLEDGEMENT

I would like to acknowledge my supervisor, Mr Fred Newa for spending his time in guiding me to finish up this research report. I would also like to show my gratitude to the entire Telkom fraternity for sparing time to offer me the data needed to enable me complete my thesis. I would also like to show my appreciation to the USIU community for offering me the best environment that has enabled me achieve my master’s degree.
DEDICATION

This research report is dedicated to my Family and close friends who have always encouraged me to continue with my master’s program till the end. May God bless you all.
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### ACRONYMS AND ABBREVIATIONS

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<td>Kenya National Audit Office</td>
</tr>
<tr>
<td>SPSS:</td>
<td>Statistical Package for Social Sciences</td>
</tr>
<tr>
<td>Std. Dev:</td>
<td>Standard Deviation</td>
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<td>WFP:</td>
<td>World Food Programme–Kenya</td>
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Businesses today face a number of challenges occasioned by the continuous change of the environment in which they operate in and which in most cases are not predictable and are difficult to comprehend (Delmar & Shane, 2013). They are therefore forced to come up with new strategies and methods of doing business as the old ones are rendered irrelevant by the new changes. Companies have had, in the last decade, to transform due to changes such as dramatic shifts in technology especially the electronic advancements (Marshak, 2014). Others, especially in the banking sector as well as in the airline industry, telecommunication industry and the energy sector have been faced with changes occasioned by deregulation of the industry they operate in.

According to Miller (2015) change management is getting people to accept and adapt to new business processes as well as the technological change that enables the new business processes. The fundamental principle that the management need to take notice of is that people are the ones who make the organizations run smoothly and efficiently and not the new technology the company is adopting (Pringle, Young, & Chambers, 2016). Change management can be in two forms, reactive or proactive (Hofer & Schendel, 2014). Reactive change management occurs when the management is reorganizing the company to cope with the changes in the macro environment i.e. due to external changes (Thompson, 2014). On the other hand proactive change management occurs when the management has initiated change meant for the achievement of a desired goal. In this case the source of change is internal.

Pringle, Young and Chambers (2016) opine that change management should incorporate all aspects of the company for it to be effective. Managers of the organizations must be more skilful at deducing and pre-empting the forces of change and the possible resistance to change in order for them to come up with successful strategies for change (Marshak, 2014). According to Gilgeous (2007) changes come in three stages (three-stage model for change management suggested by Lewins). For successful change to occur the organisations goes through three critical stages that include; unfreezing, moving and
refreezing. Unfreezing the present level requires confrontation meeting or a process of re-education, which might be achieved through team building. Moving to the new level requires developing new behaviours, values and attitudes. Refreezing the new level seeks to stabilize the organization at a new state of equilibrium to ensure that the new ways are safe from regression (Gilgeous, 2007).

In Germany, Van de Ven and Poole (2015) indicated that failure to anticipate change, spot it and device ways of adapting to the change may cause serious problems to the organization (This is mostly characterised by the negative adjustments of the company’s output as well as its external environment’s demand. According to Thompson, (2014) in order for an organization to control its growth, development and effectively manage its change, it must first look for ways of controlling the forces which create the opportunities for growth and change and also be able control the forces which threatens the organization and demand responses. Further in Germany, Schein (2014) opines that different cultures affects organisations differently.

Bruch and Ghoshal (2014) while reviewing top 10 successful companies in switzerland highlighted that, it is widely accepted that change is not an easy process and transitioning cannot occur overnight. Conversely, those companies which fail to successfully institute their planned change can deeply pay for such failure. Convincing people to accept and adapt to change can be difficult and at the same time frustrating especially when it takes a long time for them to adjust to the new working environment and new organisational cultures. Failure to introduce the change early can cause the company to lose its market position as well as its credibility with their stakeholders (Marshak, 2014). Additionally, this can decrease the morale of its employees leading to de-motivation of the staff or in grave consequences such as loss of key staff members.

Baker (2015) documents organizational culture changes at Ford Motor Company in the United States of America. Baker indicates that Ford Motor Company was facing financial crisis and therefore needed to a change in corporate culture. This change was implemented by Alan Mulally. Baker notes that that change allowed the company to move from a multibillion-dollar loss in 2006 to five consecutive years of annual profits from 2007 to 2012. The drivers of change at the company were consensus management in the process of designing automobiles which made the ford automobile to lag behind of the
competition (Herbold, 2011). However, according to Fuller (2011), the reason for such practice was high level of involvement of finance department over the design and functionality of cars. Also, change in culture at Ford was also informed by loss of market to their Asian counterpart and their brands were slowly fading away and to revitalize them would require a huge financial muscle that Ford did not possess then.

In another study, Ogbo, Okechukwu and Ukpere (2012) sought to assess the level of innovation in Nigeria's telecommunications industry. The aim was to ascertain how innovative the operators in the industry are which in turn determines how competitive the industry is. Data was collected from available literature on the telecommunications industry. The study proved that there are innovative activities being carried out by the various operators but there is still a lot of room for improvement. The study also found out that government and regulatory authorities need to do more in the area of infrastructural development and policy formulation to ensure a level playing field for both the old and new entrants. The study recommended that all stakeholders in the telecommunications industry, especially the regulator, shareholders, sponsors/directors, top management, and the government, should ensure that there is an innovation strategy in place which should be managed to ensure a high level of productivity and competition amongst the various operators.

Nyaungwa, Linganiso and Karodia (2015) in their study on assessing the impact of change management on the performance of zimra region 1 in Zimbabwe. It was revealed that change management is affected by effectiveness of change management, promoting team work, top management commitment, change participation, change communication, change motivation, leadership skills and managing resistance to change. In Kenya, Omitto highlights that leadership; communication, organisation culture, change agents and the employees’ readiness to accept change are all great factors of change management. Onyambu (2013) highlights that success of rebrand and change of organisation culture was a success as a result of adapting integration perspective of culture and that was implemented in four stages hybrid model that adapted planned approach of change management.

Up to date there are four mobile operators in our country namely Safaricom Ltd, Airtel Networks Kenya Ltd, Essar Telecom Kenya Ltd and Telkom Kenya Ltd (Orange).
According to the mobile subscription and profitability Safaricom Ltd is in the top position among the four operators. The other companies have lower market shares as shown in the study but their main companies are the world’s famous and big organizations like Airtel has very high subscription in most Asian countries including India and Bangladesh. They have invested a lot and also have more plans for investment having in mind that their key objective is to earn profits. By the end of the third quarter of the 2013/14 financial year (June. 14), there were a total of 32.2 million subscriptions in the mobile telephony market segment up from 31.8 million posted in the previous quarter (Omae, Langat & Ndungu, 2015).

This study seeks to evaluate the management of culture change in Telkom Kenya Limited in a turbulent business environment. Telkom Kenya Limited is a telecommunication company that was established in the year 1999 under the Companies Act. The company has transformed severally over the years. It has restructured its employee size, changed its structure, its management orientation and its strategic focus. However, the company has faced numerous challenges in its endeavour to remain competitive by implementing the various changes. These challenges include limited resources to facilitate its downsizing strategy, there has also been the lack of a clear-cut plan for the retrenchment drive, the dynamism of the telecommunication industry and the resistance to change by the company's staff (Lusweti, 2014). Other challenges facing the company include high competition in the industry, rapid technological advancements and politics.

Telkom Kenya Limited was initially part of the Kenya Posts and Telecommunication Company before it was separated to stand alone (Kandie, 2015). It later rebranded to orange Kenya after the government released its majority shareholding. Recently, Orange Kenya was rebranded to the now Telkom Kenya Limited. It initially started as government owned company but has since been privatised when the government significantly reduced its shares (Kamau, 2015). Cherutich (2016) studied change management practices at Kenya Revenue Authority. The findings revealed that change management was inhibited by resistance to change. It was recommended that organization should be flexible and organization structural strategy should be linked to all departments all employees and stakeholders should be involved in change management process.
The company strives to provide numerous communication services ranging from data and voice services to network facilities provided to business customers as well as residential customers (Lusweti, 2014). Over the years the company has played an important role in the information and communications technology sector and has served millions of Kenyans in this respect. Currently, Telkom Kenya is owned by Helios Investment Partners (60%) and the Government of Kenya (40%). Telkom Kenya has several subsidiaries that include Jambo Telkom, Kenya Postel Directories Limited and Kenya College of Communications Technology. Currently, it employs about 1400 people in various capacities. From the company website, as at February 2018, the company had 3.8 million customers with their presence felt countrywide.

Telkom Kenya Limited has for a long time been the only company offering landline services which was the only service it was offering (Kamau, 2015). There are a number of areas in the telecommunication sector in which the company has ventured into. As such there are a number of services which it offers throughout the country away from the usual landline services it is known for (Kandie, 2015). Key among them is the provision of Broadband solutions on fixed and Mobile whereby it has recently launched the 4G network. Others include voice services on GSM and the recently launched mobile money transfer services (T-Kash) (Kamau, 2015).

Telkom Kenya being the company under investigation has failed to capture majority market share despite several attempts to rebrand and restructure. The study notes that despite inquiry into area of change management, their lacks a study that seeks to investigate management of culture change in Telkom Kenya Limited in a turbulent business environment. This study thus seek to establish factors that influence the management of culture change in Telkom Kenya Limited in a turbulent business environment.

1.2 Statement of the Problem

Achieving changes successfully in an organization is a not an easy task. Organizations need to change constantly, for all kinds of reasons, but achieving a true step change in performance is rare (Mativu, 2012). Many companies today are faced with the challenge of remaining afloat amid a business environment that has remained turbulent in the wake of continuous technological advancements, globalization which has led to better
interconnectedness, deregulation, changes in consumer preferences (Delmar & Shane, 2013).

Abdi and Rathmaya (2017) study focused on change processes and aims to show how the envisioned change is communicated and how it is interpreted and received by different groups within the organization. It revolves around the differences between three groups; the executive level, managerial level, and the operational level of the organization. From the study, it was concluded that there is very little difference between the normal communications that takes place during the everyday activities in the organization and the communication during a change process. The communication should increase drastically during change processes in order to minimize the risk of misunderstandings and rumors. Managing employees during a change is a complex process. The study also shows that there are many different factors that are important in employee management during the change process. Where open communication, trust and supportive leadership are among these factors. This research will thus aim to determine the influence of internal communication on change management at Telkom Kenya.

Enga (2017) focused on the impact of employees’ training and development on organizational performance. It was inspired by the fact that some organizations do not seem to care about improving the capacity of their worker but instead frown at and punish any weaknesses portray by the workers. Using the National Financial Credit, Kumba branch the research revealed that training and development was a necessity in every companies particularly for the unskilled or the less experience employees. Generally, employees’ work contribution was greatly improved due to the training methods and tools used by the company. Thus, it led to a positive impact on employee’ performance and an improvement in their skills and job efficiency. The study recommended that further researchers should be carried out in other institutions in order to improve the effectiveness and efficiency of workers and thus an aid to human resource personnel to design good training and development programs to suit their work force during change.

Wanjohi (2014) analyzed the effects of organizational culture on change management practice in the Kenyan media industry. The study established that change is a process driven by several strategic considerations including the need for more integrated ways of working and the need to improve business performance. These considerations typically
are the result in structured change programs based on the assumption that change management consists of a limited set of interventions that can be realized in a relatively short time. One major consideration in the change process is organizational culture as it inculcates most of the steps used in change management. It was concluded that organizational culture was a major determining factor of how any organization embraces and implements change. The implications of this study on policy is that it shall facilitate the development of more clearly articulated understanding of change management and ensure organizational culture is evaluated in the process of change. Despite the fact that several studies have been conducted on change management, no study has examined how effects of change management in a turbulent business environment. This study therefore seeks to fill this gap and add more literature on effects of change management in a turbulent business environment.

1.3 Purpose of the Study

The purpose of this study was to evaluate factors that influence the management of change in Telkom headquarters Kenya in a turbulent business environment.

1.4 Research Questions

The study was guided by the following research questions:

1.4.1 What is the influence of internal communications strategy on change management in Telkom headquarters in Kenya?

1.4.2 What is the influence of training and development on change management in Telkom headquarters in Kenya?

1.4.3 What is the influence of culture on change management in Telkom headquarters in Kenya?

1.5 Justification of the Study

1.5.1 Telkom Kenya

The management of the Telkom Kenya as well as other telecommunication companies will also benefit from the findings of the study as it will shed light on the strategies appropriate for the management of change during turbulent business environment.
1.5.2 Human Resource Managers

The study will be of significance to the human resource managers at Telkom Kenya, as it will help them comprehend factors that influence the management of culture change in Telkom Kenya Limited.

1.5.3 Other Telecommunication Companies

The study will be of significance to Other Telecommunication Companies in Kenya and beyond, as it will help them have knowledge on the best way of managing change in the turbulent Telkom sector.

1.5.4 Policy Makers

This study sets out to evaluate the management of culture change in Telkom Kenya Limited in a turbulent business environment. Through its findings, this study will assist the government and policy makers, as they will be able to come up with strategies and programs to regulate the telecommunication industry.

1.5.5 Researchers and Scholars

The researcher will, by completing this study, become skilful in problem solving and report writing. Additionally, the researcher will gain communication and writing skills upon completion of this academic project. Students, institutional researchers and academicians will also benefit from the findings of this study as the results will be documented in academic institutions’ and public libraries. This way the study will be available for all those who are planning to conduct studies of a similar nature in the future.

1.6 Scope of the Study

The study seeks to evaluate the management of culture change in Telkom Kenya Limited in a turbulent business environment. The study targeted the 300 staff members at Telkom Kenya Nairobi based at the Headquarters. This comprised of Managers, Heads of departments (both of whom in their structure are considered to be in the business level) and assistant managers (who are in the operational level in their structure). The study was
carried out within three (3) months starting from January 2019 to March 2018, Data collection was done in the month of March 2019.

1.7 Definition of Terms

1.7.1 Stakeholder Management

This refers to a process and control that include systematic identification, analysis, planning and implementation of actions designed to engage with stakeholders. This process enhances desirable relationships with stakeholders through the appropriate management of their expectations and agreed objectives (Berman, Wicks, Kotha & Jones, 2014).

1.7.2 Communications Strategy

Refers to an action that expresses the goals and methods of an organization's outreach activities, including what an organization wishes to share with the public and whom the organization is trying to reach (Pringle, Young, & Chambers, 2016).

1.7.3 Training and Development

Refers to an educational process which involves the sharpening of skills, concepts, changing of attitude and gaining more knowledge to enhance the performance of employees aimed at bettering the job performance of individuals and groups in organizational settings (Tannenbaum & Yukl, 2012).

1.7.4 Performance Management

Refers to consistent activities that ensure that performance objectives are met in an effective and efficient manner. The performance may be for an organization, a department, employee, or even the processes (Pringle, Young, & Chambers, 2016).

1.7.5 Change Management

Change management is getting people to accept and adapt to new business processes as well as the technological change that enables the new business processes (Miller, 2015).
1.8 Chapter Summary

Since this study is organized into five chapters. Chapter one of the study presents introduction of the study and gives a global and local overview of change management. It further highlights the research question of the study, significance of the study and scope of the study. Chapter two will discuss literature review based on the research question. Chapter three will cover research methodology that will be used. Chapter four will discuss the results and findings while in chapter five conclusions and recommendations are offered.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter presents review of literature on the management of culture change. The chapter presents literature on internal communications, training and development and performance management.

2.2 Influence of Internal Communication and Change Management

2.2.1 Change Management

Tudor (2014, p.466) indicated that “changes happen in an organization whether we like it or not, but the decision and the approach to manage these changes must be strategic and well thought”. Change management is a process that helps organizations prepare, train and support employees to adapt successfully to changes thus, increase organizational performance and outcome (Prosci, 2017). Kotter (2007) says that “change, by definition, requires creating a new system, which in turn always demands leadership phase one of a renewal process typically goes nowhere until enough real leaders are promoted or hired into senior level jobs.”(P.4).

Balogun and Hope (2008) proposed that it is necessary for organizations to adapt to changes that are taking place in the business environment so that they can increase performance and become competitive in the industry. According to Kibisu (2010) change management is a planned approach used by organizations to change employees, teams, and organization from their current position to a desire state. It is also used to empower employees to embrace change. Singh (2009) assert that change can be planned or unplanned. According to Hayes (2014) change can be categorized into transformational change, transitional change, and developmental change.

Cummings and Worley (2014) change can be implemented through the use of directive strategy, expert strategy, negotiation strategy, educative, and participative strategy. Directive strategy is when a manager uses authority to implement change. Expert strategy is used by organizations when they introduce a new technology in the organization.
Negotiating strategy is where the organization negotiates with employees who are affected by change so that they can accept change and adapt to it hence, reduce resistance. Educative strategy is used to change employees believe in and value and persuade them to accept change. Organizations offer education opportunities, communicate to employees what is required and also train employees so that they can be able to acquire more knowledge and skills. Participative strategy is where employees participate during the planning stage.

Kibisu (2010) explore management of change at Zain Kenya. Case study designs was used. It was revealed that planned change management is used in the organization. The research was a case study and therefore limited to Zain Kenya. The study used a case study. It was stated that managers can effectively implement change by planning, implementing, and control and evaluate the change process. Odida (2011) studied strategic change management in the downstream petroleum industry in Kenya. Survey approach was used. Target population was 17 petroleum marketing firms listed in the P1EA (2011). The study used probability sampling techniques. It was revealed that planned changes are preferred to un-planned changes; the organization used education and counseling to overcome resistance to change.

Milimu (2016) examined the influences of change management practices on performance of Pinnacle Projects Ltd, Kenya. The study showed that the company has implemented strategies such as; change of culture, reduction in cost, improving partnership with government, adoption of modern technology, training and giving employees incentives. Mungai (2011) investigated the people dimension in managing change at Kenya Power and Lighting Company. Findings showed that for change to be effective the organization should ensure that employees are involved during the change process.

2.2.2 Internal Communication

As a strategic process, internal communication can motivate and empower a company’s employees. If employees do not know what their company’s objectives are and their part in reaching those goals, and if they do not receive feedback about their work, they may lose motivation and interest (Kalla, 2015). The company’s performance may also be negatively affected. Internal communication therefore has a critical role in organizations. Many organizational changes fail due to shortcomings in the internal communication.
Communication and organizational change are related and linked processes (Lewis, Schmisseur, Stephens, & Weir, 2016).

Kalla (2015) define internal communications as transactions between individuals and groups at various levels and in different areas of specialization. The purpose of communication content in a change process are spreading a vision, minimizing uncertainty, gaining employee commitment, involving employees by seeking their input into the content and process of the change, overcoming barriers to change and challenging the status quo (Joffe & Glynn, 2012). Klein (2016) also argues that employees will want to know as much information as possible in order to minimize uncertainty. However, the type of information that is transmitted by management and the manner in which information is transmitted are key determinants of whether change implementation is successful (Kitchen & Daly, 2012).

Balakrishnan and Masthan (2013) observe that internal communication is operationally defined as the interchange of information both casual and official between members of the organization. Communications are operationally defined as tools and structures used for conveyance and receipt of messages. DeWitt (2004) stated that internal communication can be in the form of emails, company’s website, company databases, face-to-face communication, meetings (formal or informal; departmental meetings, training sessions and group conferences), phone communication, memos, newsletters and notice board.

Organizational communication has two main goals. The first goal is to inform the employees about the policy, their tasks and other necessities of the organization. The second organizational communication goal is to create a community within the organization (Elving, 2016). Lussier (2009) postulated that poor communication costs organizations a lot of money. It lowers productivity, coordination, lack of cooperation and increases employee turnover. Poor communication leads to conflict, inefficiency and loss. Whereas, Good communication helps an organization to increase employee customer satisfaction (Jones & George, 2011).
2.2.3 Internal Communication and Change Management

The reason why communication is important during organizational change is that the processing effort is reliant on the ability of the organization to change the individual behavior of individual employees. For example, if the organizational change is about how to change a specific task of specific employees, the communication about the change itself, and information to these employees, is vital. Also, communication with these employees should be the central part of the change strategies. If levels of resistance to change are low within an organization, the potential effectiveness of the change effort will mostly be higher (Elving, 2016). The main purpose of the change communication is to reduce employees’ uncertainty and have them informed of anticipated events (Bordia, Hunt, & Paulsen, 2014).

Parish, Cadwallader, and Busch (2007) postulated that changes that are taking place in a work environment are usually difficult and it requires employees to adapt to changes willingly and sometimes unwillingly. In order for change to be effective and accepted, organizations should motivate it employees and develop effective communication strategies that they will use to implement change (Kotter, 2007). According to Bordia, Hunt and Paulsen (2004) due to lack of timely communication, employees usually receive change from external sources. Moreover, employees usually prefer to receive information regarding change from their supervisors and managers. The use of effective change communication will enable organizations reduce uncertainty and resistance to change.

Sade and Noureddine (2017) examined managing employees and promoting internal communication during change. It was revealed that the organization should increase their communication during change processes, hence minimize the risk of misunderstandings and rumors. Nkari (2014) investigated change management practices adopted by the Independent Electoral and Boundaries Commission of Kenya. The study used a case study research design. The findings indicated that Independent Electoral and Boundaries Commission used change management practices such as change management models, technology, staff communication and training.

Wambua (2017) studied factors affecting change management in state corporations in Kenya. Descriptive research design was used. Total population was 118 state corporations. Stratified random sampling technique was used to select a sample of 35
senior managers. It was concluded that internal communication in the organization affects change management. Gachungi (2014) explored effect of communication strategy in change management at Unilever Kenya Limited. It was revealed that communication influences change management. The study concluded that through communication employees are able to understand change and its impact, exchange ideas and accept change. It was recommended that the organization should develop a clear policy that have communication clearly employees’ responsibilities.

A lot of studies have revealed that communication has a positive effect on change however, Burnes and Jackson (2011) note that the quality of communications can influence change positively or negatively. However, managers usually are not able to effectively communicate organizational change to employees thus, causing around 70% of change strategies to fail. Ruissalo (2015) studied communications as change management vehicle. How to improve change receptivity with organizational communications. It was established that lack of proper communication will affect change implementation in a negative way.

2.3 Influence of Training and Development on Change Management

2.3.1 Training and Development

According to Day (2014) training and development is required to cover essential work-related skills, techniques and knowledge especially after an organization goes through a restructuring. Due to its purpose, Edgecombe and Bowden (2014) note that training and development is oriented chiefly around what’s good for people, rather than chiefly what’s profitable for organizations. The reason for this is that in terms of training, and development, what’s good for people is good for the organizations in which they work—what’s good for people’s development is good for organizational performance, quality, customer satisfaction, effective management and control, and therefore profits too and effective change management.

According to Edgecombe and Bowden (2014), organizations which approach training and development from this stand point inevitably foster people who perform well and progress, and importantly, stay around for long enough to become great at what they do, and to help others become so. The objectivity of training and development and its
continued learning process has always been leveraged with an organization and now it has become rather an overarching trend of social needs, emphasizing that organizations must inculcate learning culture not only to manage change but as a social responsibility.

McLaughlin et al., (2013) identifies four main approaches and within each of these a range of strategies would appear help an organization manage change. The four approaches identified are: a top-down organizational approach which might begin with the changed policies and practices; a bottom-up organizational approach, e.g. provision of skills to staff to match the new changes; a partnerships approach which involves strengthening the relationships between organizations; and an employee organizing approach in which individual employees are drawn into forming new organizations or joining existing ones to improve their satisfaction in the advent of change. Although each of these approaches individually is sometimes referred to as capacity building, changes in one domain (e.g. in the individuals who comprise the organization, the policies and practices of the organization, or the relationships between organizations), will often impact on other domains. Indeed, it is sometimes argued that capacity building has not occurred unless more than one domain has been impacted upon (McLaughlin et al., 2013). Therefore, offering training and development that encompasses all the areas will be effective in management of change.

According to Cunha, Morgado and Brewster (2013), in order to ensure that the employees are equipped with the right kind of skills, knowledge and abilities to perform their assigned tasks, training and development plays its crucial role towards the growth and success of our business. By choosing the right type of training, we ensure that our employees possess the right skills for our business, and the same need to be continuously updated in the follow up of the best and new HR practices. Study done by Cunha, Morgado and Brewster (2003) could not determine the impact of training on organizational performance, and suggested that another study on analysis of this relationship was needed. Training and career development are very vital in any company or organization that aims at progressing. This includes decision-making, thinking creatively and managing people.
2.3.2 Training and Development and Change Management

Beckhard and Harris (2008) noted that through training and development, employees are able to gain more knowledge and increase their competencies. According to Tryphosa (2013), change management is required in different functional areas in an organization where the systems are to be practical, such as; human resources, training department and the programme management office. According to Cunha, Morgado and Brewster (2013), training and development is essential to meet current and future business demands especially demands emanating from a change process. Apospori et al., (2008) highlights that training ensures that an organizational still achieves enhanced performance even after going through a change process.

Musinda (2013) investigated factors influencing change management practices in the Kenya National Audit Office (KENAO). It was recommended that seminars, workshops and training programs should be used to help employees adapt to change. Nzuki (2016) examined strategic change management practices at Barclays Bank of Kenya. The study revealed that the use of training programs has helped managers to implement change successfully. It was recommended that managers should also be trained so that they can gain more skills in change management and that the organization should also use job rotation the make sure that that employees have multiple skills that they can used during change implementation. Change has been seen in a negative way the study therefore, recommended that further research be done to find out how organizations can use change to create competitive advantage.

Kinoti (2013) conducted a research on effects of change management on employee performance in Co-Operative Bank of Kenya Limited. It was suggested that managers should create awareness regarding change management. They should offer in-house training and forums. The study recommended that a study should be done on ways to maintain and sustain change. Ngosi (2015) studied that role of leadership in the implementation of organizational culture change at The Kenya Power Company Ltd. A case study was used. Target population was 10 departmental heads. It was established that training was used in the organization to enable employees gain more knowledge and skills that they can use during change implementation.
Onyambu (2013) examined organizational culture change at Kenya Power and Lighting Company Limited. The findings showed that training strategy was used to increase awareness and to build capacities. The study recommended that more research should be done on impact of training, performance of individual change agents on change management. Very few studies have been done on training and development and change management therefore, more studies should be done in this area to close the gap and add more literature.

2.3.3 Factors Affecting Training and Development

Apospori, Nikandrou and Papalexandris (2008) highlights that training and development is so important because it help in addressing employee weaknesses; improvement in worker performance, consistency in duty performance, ensuring worker satisfaction, increased productivity, improved quality of service and products, reduced cost and reduction in supervision. Ochieng (2013) in her study it was recommended that Kenya Airways should adapt a learning management system to facilitate computerized training in the organization. Through this, they will be able to train employees from different geographical enjoy the benefit of using e-learning. It was suggested that researchers should work on effectiveness of training needs assessment on training, need for post and pre-training test and evaluation of different training methods based on the study.

Riungu (2014) postulated that training is an important component in the organization. Therefore, for an organization to achieve a competitive advantage it should develop training and development programs that will enable employees acquire more skills and knowledge that they can use to achieve their objectives. In addition, before training employees and organization should also ensure that the training is prepared in such a way that it is effective and useful for the organization. Trainers should also know about knowledge and expectations of the experienced participants. Snell and Bohlander (2010:307) “the goal of training is to contribute to the organization’s overall goals. Training programmers should be developed with this in mind. Managers should keep a close eye on their firm’s goals and strategies and orient their training accordingly”.

Driskell (2011) argued training that organizations offer to their employees is affected by the kind of training conduct, training content and training expertise. Whereas, Fischer (2011) claims that training will be as much effective if the learner and the instructor are
open minded. Masa'deh and Obeidat (2014) noted that some of the challenges banks in Jordan faces when implementing training programs are; cost of training, technological advances, foreign competition, low level skills of employees, problem of dealing with superiors, changing trends and lack of expertise. Okumu (2010) suggested that availability of time and finances were major factors influencing demand for staff training. Organizations should come up with strategies to make sure that employees who are trained are retained in the organization hence, reduce turnover rate and cost of training.

Abba and Dawha (2009) noted that organizations are not able to offer training to their employees due to lack of lack funds, lack of personnel and training policy. Therefore, there is a need for organization to develop a budget and policies. Through this, the organization will be able to offer on-the-job training and informal training. In support to this statement, Nairis and Ukpere (2009) suggested that for an organization should effectively implement policies such as, the human resource code for staff development training so as to increase employee’s skills and knowledge and achieve their goals and objective.

Ukwoma and Akanwa (2008) suggested that inadequate funding; personal financial constraints, lack of facilities to train are examples of problems that affect training and development of employees in most organizations in Nigeria. Degraft-Otoo (2012) studied the effect of training and development on employee performance at Accra Polytechnic. The study used a survey. Primary data was collected for 50 employees. It was established that the use of training and development programs was affected by lack of management support. It was suggested that management must empower all departments to participate in training and development, thus, build potential and strengthen employees’ competencies.

2.4. Influence of Organizational Culture on Change Management

2.4.1 Organizational Culture

Organizational culture is the behavior of humans within an organization and the meaning that people attach to those behaviors (Wanjohi, 2014). Organizational culture is values, norms, beliefs, attitudes and assumptions that shape the ways in which people in organizations behave and things get done (Armstrong, 2009). Ayan (2018) defined
organizational culture as values and norms, organizational structure, and organizational sub-culture. Kriemadis, Pelagidis, and Kartakoullis (2012) define organizational culture as values and norms which guide employee’s actions, manners, behavior and attitudes in an organization. According to Jones (2010), organizational culture can be used to attain a competitive advantage and stimulate stakeholder’s interest. Flexibility in organization culture helps an organization to respond quickly to changes that are taking place in the turbulent environment, facilitate internal restructuring and modify employee behavior (Denison, 1990).

Hofstede and Jan (2013) defines organizational culture as shared beliefs, norms and values that are within an organization. An organization is able to develop and successfully implement change when it aligns it with the organizational culture. Akinyi (2015) illustrated that organizational culture plays a big role in changes that are taking place in an organization. It helps an organization develop a structure, select and develop employees, develop performance measures and reward systems that can be used to implement change. In addition, according to Brown (2005) for an organization to be successful, it has to adjust its organization culture so that they can be able to deal with changes that are taking place in the environment. Through this, the organization will be able to increase communication, teamwork and take risks.

According to Racelis (2010), organizations are able to meet their goals if their culture works in harmony with their management strategy. Additionally, an organization that has appropriate culture will also help employees have control over their own work consequently, increase their performance. Kitaka (2011) stated that studies have suggested that a better functioning organizational culture can increase performance. This is due to team work, collaboration and general organizational motivation. Employees who are made aware of their organizational culture usually appreciate both the organization’s past and present system of operation, henceforth, guiding them on how they are supposed to behave in the future and also promote organization’s way of life by increasing shared feelings. Furthermore, an organization that has a well stipulated culture usually work towards a common goal is able to increase their performance because employees are working towards the same goal (Schein, 2011).
Muya, Ng’ang’a, Wesonga and Nyongesa (2011) reported that every organization had a culture which influenced people’s attitudes and behavior at work. Osakina (2013) state that studies have revealed that there is a positive relationship between organizational culture and various measures of organizational success in change implementation such as; sales turnover, staff retention, productivity, customer satisfaction and profitability. Kiiru (2012) studied the influence of organizational culture on performance of hospitals in Nairobi, Kenya. Descriptive survey research design was adapted. Target population was management staff, doctors and nursing staff. Purposive and stratified random sampling was used to select 46 respondents. It was indicated that organizational values, employee attitudes towards work and cultural traits influence performance.

2.4.2 Organizational Culture and Change Management

Muthoni (2012) noted that organizational culture plays a big role in change management. Organizational culture assists the organization to adjust to internal and external demands (McNeal, 2009). In addition, according to Ongera (2013), organizations are able to deal with external threats when their culture promotes employees trust. This will reduce resistance to change. Burke et al (2002) organizations undergoing transformations must have employees who are supporting the change process. Managers should also understand organizational vision, mission and objectives, hence, develop a culture that reduces resistance towards change. Jones and George (2011) state that change management can affect organizational structure, culture control systems and human resources therefore, managers should examine how environmental changes may create opportunities and threats that could affect the organization and develop strategies that they can use to deal with external changes that are taking place.

Salipante and Golden-Biddle (2012) asserts that, cultural change is more complex in organizations that have a strong culture and it is where transformational leadership becomes absolutely essential. Rezvani, Dehkordi and Shamsollahi (2012) change management is affected by poor firm management and culture, competition, firm structure, and technology. Aligning organizations strategy implementation process with its culture decreases resistance to change and it also it influences change implementation (Roll, 2014). Organizational culture contributed in the development of change in and organization and it leaders that bring new strategies that can be used to develop and
manage culture. Managers can also develop strategies to interconnect employees and its process (Childress, 2014).

According to Fakhar, Ayesha and Lalarukh (2012), in today’s changing environment, organizational culture plays a crucial role. It brings several parts of the organization together to help the organization achieve its goals and objectives. Gathai and Kamingi, (2012) emphasize that this provides a communal bond that creates a sense of belonging amongst employees and motivates them to increase their performance. Ayan (2018) investigated factors influencing change management in organizations: A case study of World Food Programme–Kenya. Descriptive survey research design was used. Total population was 399 employees at WFP. Stratified sampling design was used to select a sample of managers and 120 employees. The findings showed that there was a significant relationship between organizational culture and change management. It was recommended that World Food Programme–Kenya should develop well-structured values and norms that will enable them adapt to environmental changes.

Wanjohi (2014) conducted a research on organizational culture and change management practice in the Kenyan Media Industry. The study used a cross-sectional survey. Target population was senior and middle level managers. The findings showed that organizational culture determines change implementation. Were (2014) examined the effects of organization culture on change management: A Case of the Vocational Training Centre for the Blind and Deaf Sikri and established that organizations beliefs/values affects change management whereas, organizational norms do not affect change management.

2.4.3 Organizational Mission Statement

An organization mission statement is a short statement developed by an organization to state its reason for existence, goals and principles. It also informs customers what they are supposed to expect and it also helps during decision making and change management (Wanja, 2017). According to Bora, Borah and Chungyalpa (2017), a mission statement is used by companies to describe its present business scope. It also identifies what the organization does, who they are, products and services they offer, its customers, technology and business capabilities.
Generally speaking, mission statements include three meta-components: a vision and a statement of goals, a statement of mission and a self-definition, and an organization’s philosophy and values. John (2013) highlights that first, the vision component of mission statements describes a long-term, future oriented, and comprehensive view of an organization’s development. It mainly focuses on a broader picture of the organization’s future, which is intended to be emotionally appealing. Were (2014) affirms that the vision is further broken down into specific organizational goals that organization members can aspire to. Second, mission statements refer to an organization’s mission. That is, within the mission, the organization defines its central tasks and duties. These tasks may be related to the organization’s customers like offering high-level services or its members by ensuring job security or the society in general.

According to Bora et al., (2014) mission statements have been proposed to influence organizations through form and content of mission statements (micro) and elements such as alignment of organizational reward structures with the mission statement (Macro). In an attempt to integrate the numerous mediators through which mission statements take effect. The starting point of an effective mission statement is the management’s rationale for its development and implementation. Fakher et al., (2012) indicates that the underlying rationale then influences the mission statement’s content, which in turn impacts attitudinal variables like satisfaction with the mission statement, and structural variables that entails the alignment with organizational reward systems. These variables influence individual behavior, which, in the aggregate, leads to a heightened organizational performance.

Achua and Lussier (2013) assert that culture provides a shared understanding regarding organization identity. An organization that has a strong culture will help employee feel valued and motivated to take challenges in realizing organizations mission and increase teamwork. John (2013) noted that organizations use mission statements to communicate ideals, purpose and direction of the organization to the external and internal stakeholders. The mission statement also helps managers make decision regarding resource allocation and change management. Furthermore, Davis (2003) defines a mission statement as a tool for human orientation. It helps the manager plan, organize and implement change management strategy and prepare the organization respond to change.
Harrison and John (2013) affirm that organizations use their mission statement to communicate changes and act like a strategic direction that the organization wants to take. A mission statement acts as a vehicle used by managers to communicate to stakeholder’s ideas, purpose and direction. It also helps during decision making and resource allocation. Wangari (2015) investigated the influence of organizational culture on change management in the energy sector: A case of Kengen. It was recommended that organizations that wants to influence change management, consider various aspects of organizational values such as; mission statement, change creation, customer focus and empowerment.

2.5 Chapter Summary

This chapter has reviewed literature based on the study research questions which were; what is the influence of internal communications strategy on change management in Telkom headquarters in Kenya? What is the influence of training and development on change management in Telkom headquarters in Kenya? What is the influence of culture on change management in Telkom headquarters in Kenya?

The review revealed that very few studies have been done on change management and turbulent business environment. Empirical evidences have so far yielded same results. Moreover, despite the existence of these studies, very few studies have been done on influence of culture and training and their effect on change management. Chapter three will discuss research methodology that will be used.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research design and outlines how variables will be measured as well as the measurement instruments. A plan for the data collection and analysis are also outlined. Further, the section includes target population and sample, data collection instruments, data collection procedures and data analysis techniques.

3.2 Research Design

Saunders, Lewis and Thornhill (2016) define research design as a framework for the collection and analysis of data to answer research question and meet research objectives providing reasoned justification for choice of data sources, collection methods and analysis techniques. This study was conducted using descriptive research design.

Sekaran and Bougie (2013) noted that descriptive research is a design used to answer the what, how and why of the research. According to Churchill and Iacobucci (2018) descriptive research design is appropriate where the study seeks to describe the characteristics of certain groups, estimate the proportion of people who have certain characteristics and make predictions. Descriptive survey research designs was be used to allow researchers to gather information and summarize, present and interpret data for the purpose of clarification (Orodho, 2003). Descriptive research was applied to determine relationship between variables. Cooper and Schindler (2011) assert that descriptive research is used by researchers to discover relationship between variables.

3.3 Population and Sampling Design

3.3.1 Population

Target population in statistics is the specific population about which information is desired. According to Cooper and Schindler (2008), population refers to an entire group of objects/individuals having common observable characteristics. It is also described as an aggregate of all that conforms to a given specification (Kothari, 2008). The target population of study was 167 top level managers, middle level managers and lower level managers at the Telkom Kenya headquarters. This target population had the potential of
providing the relevant information regarding factors that influence the management of change in a turbulent business environment.

Table 3.1: Population

<table>
<thead>
<tr>
<th>Population</th>
<th>Proportion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top level managers</td>
<td>23</td>
</tr>
<tr>
<td>Middle level managers</td>
<td>47</td>
</tr>
<tr>
<td>Lower level managers</td>
<td>97</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>167</strong></td>
</tr>
</tbody>
</table>

Source: Telkom Kenya, Human Resource Department

3.3.2 Sampling Design

3.3.2.1 Sampling Frame

The sampling plan describes how the sampling unit, sampling frame, sampling procedures and the sample size for the study. The sampling frame describes the list of all population units from which the sample will be selected (Cooper & Schindler, 2003). According to Bryman (2012), sampling frame describes the selection of the units from which the sample is selected. Kombo and Tromp (2013) indicated that a sample is a finite part of a statistical population whose properties are studied to gain information about the whole.

Ngechu (2004) underscores the importance of selecting a representative sample through making a sampling frame. The sampling frame describes the list of all population units from which the sample is selected (Cooper & Schindler, 2003). Sample was selected from the population of 167 top level managers, middle level managers and lower level managers at the Telkom Kenya headquarters from the human resource department.

3.3.2.2 Sampling Technique

Saunders *et al.*, (2016) defines sampling technique as the use of picked respondents who are supposed to participate in the study. Stratified random sampling will be used. Stratified sampling is the process of selecting elements from a sub population or strata
(Saunders et al., 2016). Stratified sampling was used to help increase the statistical efficiency of a sample by providing adequate data per stratum (Sekaran & Bougie, 2013). From the above population of 167 top level, middle level and lower level managers at the Telkom Kenya headquarters, a sample was taken using stratified random sampling which gives each item in the population an equal probability chance of being selected. However, simple random sampling was also used to select samples from within each group. Simple random sampling ensured that each member of top management had the same chance of being chosen consequently there was a good representation of the target population (Saunders et al., 2014).

### 3.3.2.3 Sample Size

The sample size was 114 respondents. The sampled respondents was deemed knowledgeable on subject matter and therefore, they are in a better position to provide credible information as sought by the study. Statistically, in order for generalization to take place, a sample of at least 30 must exist (Cooper & Schindler, 2003). Therefore, the sample size of 114 respondents was adequate for generalization. Guided by the rule of thumb, the study was use stratified random sampling and a quota of 70% will be drawn from each stratum.

#### Table 3.2: Sampling Size

<table>
<thead>
<tr>
<th>Population</th>
<th>Sampling ratio</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top level</td>
<td>23</td>
<td>16</td>
</tr>
<tr>
<td>Middle level</td>
<td>47</td>
<td>32</td>
</tr>
<tr>
<td>Subordinate level</td>
<td>97</td>
<td>66</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>167</strong></td>
<td><strong>114</strong></td>
</tr>
</tbody>
</table>

Source: Author (2019)

### 3.4 Data Collection Methods

The study collected primary data using a questionnaire which was administered to the respondents. A questionnaire is a tool of data collection in which each person is asked to respond to the same set of questions in a predetermined order (Bryman & Bell, 2011).
Questionnaires was used because they enabled the researcher to reach a large group of respondents within a short time and with less cost. They also help to avoid or reduce the biases which might result from personal characteristics of interviewers and since respondents do not indicate their names, they tend to give honest answers.

A five-point Likert scale will be used. The questionnaire was divided into five sections where; Section one covered demographic information, the second part dealt with change management, part three covered internal communication, while the fourth part covered training and development with the last part dealing with questions on organization culture. The questionnaire contain closed-ended questions. Closed ended questions guided respondents and restrict them to only specified choices given (Sarantkos, 1998).

To facilitate better response rate the questionnaire was converted into a google form document and sent via email and WhatsApp platform. Google Forms is a web-based app used to create forms for data collection purposes. Researchers can use Google Forms to make surveys, quizzes, or event registration sheets. The form is web-based and can be shared with respondents by sending a link, emailing a message, or embedding it into a web page or blog post. Data gathered using the form is typically stored in a spreadsheet.

This meant the respondents were able to fill the questionnaire wherever they were at their convenience. This also allowed for the data to be output in excel and therefore minimize on the time spent in coding data.

3.5 Research Procedure

The research conducted a pilot test using to questionnaires to establish validity and reliability of the research instruments. Findings obtained from the pilot test was used to edit the questionnaire before the final data collection is done. The researcher also informed the respondents that the instruments being administered was for research purpose only and the responses from the respondents was confidential.

The researcher obtained an introductory letter from the university to collect data from the company and as a requirement a permit from The National Commission for Science, Technology and Innovation (NACOSTI) was also obtained before the researcher personally deliver the questionnaires to the respondents. The researcher also administer the questionnaire individually to the selected sample through online links.
The researcher issued the questionnaire in form of google forms and respondents filled online. To ensure high response rate, the link was shared through WhatsApp communication platform, thus respondents were able to fill the docs at the comfort of their phones.

3.6 Data Analysis and Presentation

Quantitative data collected through the questionnaires was checked for completeness and accuracy and usability. Descriptive statistics was used to analyze the data collected. Closed questions was analyzed through the help of the statistical package for social Science (SPSS, Version 23) computer software by assigning numbers to responses for analysis of qualitative data as it is efficient and give straight formal analysis. The study used, frequency, means and standard deviation to analyze data. This data was presented in tables and figured while the explanation will be given in prose.

The study also used correlation to show the degree of association between the independent variables and the dependent variable. Correlation is used when a researcher wants to predict and describe the association between two or more variables in terms of magnitude and direction (Oso & Onen, 2009). The researcher further employ a multiple regression model to study the relationship between internal communications strategy, training and development and performance management on one hand and change management in Telkom Kenya Limited on the other. The researcher deems regression method to be useful for its ability to test the nature of influence of independent variables on a dependent variable. Regression analysis was able to estimate the coefficients of the linear equation, involving one or more independent variables, which best predicted the value of the dependent variable. The regression model was as follows:

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon \]

\[ Y = .806 + .243 X_1 - 0.077 X_2 + .619 X_3 + \epsilon \]

Where: \( Y = \) Change management in Telkom Kenya Limited; \( X_1 = \) Internal Communications; \( X_2 = \) Training and Development; \( X_3 = \) Culture; \( \beta_0 = \) Constant, \( \beta_1, \beta_2 \) and \( \beta_3 = \) the regression equation coefficients for each of the variables and \( \epsilon = \) error.
3.7 Chapter Summary

In summary, this chapter has described research methodology that will be used. It has highlighted; research design, population, sampling frame, sampling technique, Sample size, data collection and data analysis. Correlation and regression analysis will also be done to determine relationship between variables. Chapter four will cover data analysis and presentation.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presents the results established from the data analysis done. This included results relating to the demography and specific research objectives aimed at establishing the factors affecting change management.

4.1.1 Response Rate

The research issued a total of 114 questionnaires and a total of 109 were filled and returned giving a response rate of 95%. This was sufficient for the study as indicated in Table 4.1.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Filled and returned</td>
<td>109</td>
<td>95</td>
</tr>
<tr>
<td>Non-response</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>114</td>
<td>100</td>
</tr>
</tbody>
</table>

4.1.2 Reliability Test

A pilot study was undertaken to establish reliability of the questionnaires. The pilot study was done and random sample selected among 10 employees. By use of Cronbach’s Alpha in SPSS a reliability analysis was done to evaluate internal consistency of the variables.

The findings show that training and development had the highest reliability ($\alpha = 0.889$), change management ($\alpha = 0.802$), culture ($\alpha = 0.801$) and internal communication ($\alpha = 0.729$). The data on the reliability scale indicated that all the variables were reliable $\alpha > 0.7$ and the results are displayed in Table 4.2.
Table 4.2: Reliability Statistics

<table>
<thead>
<tr>
<th>Scale</th>
<th>Cronbach's Alpha</th>
<th>Number of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Influence of internal communications strategy</td>
<td>.729</td>
<td>10</td>
</tr>
<tr>
<td>Influence of training and development</td>
<td>.889</td>
<td>10</td>
</tr>
<tr>
<td>Influence of culture</td>
<td>.801</td>
<td>10</td>
</tr>
<tr>
<td>Change Management</td>
<td>.802</td>
<td>12</td>
</tr>
</tbody>
</table>

4.2 Demographical Factors

The research analysed data with regard to the demographic factors and the results were presented as follows:

4.2.1 Respondents Gender

To analyse the gender of the respondents the result established that majority of respondents accounting for 55% were female while only 45% were males as shown in Figure 4.1 below. This implies that the data received represented the unbiased views of all the genders.

Figure 4.1: Respondents Gender

4.2.2. Respondents Age

An analysis of the respondents age revealed that majority of respondents accounting for 36% were aged between 26-35 years while those aged 18-24, and between 36-45
represented 33%. It was also established that 16% were aged between 18-25, while those of 46-55 years represented 11%. The results also showed that 5% were aged above 55 years. This implies that Telkom Kenya has a diverse age group and majority are still young therefore able to serve the institution for a long time.

![Figure 4.2: Respondents Age](image)

**4.2.3 Highest Level of Education**

To analyze the literacy levels the result established that majority of respondents accounting for 42% were degree holders while Masters holders were 31% and Diploma holders represented 14%. It was also established that PhD holders represented 11% and 2% had other proficiency courses as shown in Figure 4.3 below. This implies that the respondents are well educated and therefore had a good understanding of the queries asked.

![Figure 4.3 Highest Level of Education](image)
4.2.4. Number of Years Worked

To establish the duration the respondents have worked in the firm, the findings revealed that majority of the respondents have worked at Telkom Kenya for 3-5 years representing 44%, those of between 6-10 years followed closely at 36%, and those of 11-14 years were 14%, results also show that 5% have less than 2 years’ experience at Telkom Kenya as shown in Figure 4.4.

![Figure 4.4: Number of Years Worked](image)

4.2.5. Current Management Position

A review of the management level representation revealed that subordinate level had a majority and represented 60% of the total respondents, middle level managers had 29% representation while Top Level managers had 11% representation as shown in Figure 4.5

![Figure 4.5: Current Management Position](image)
4.2.6 Department in the Organization
A review of the departments representation revealed that marketing had a majority and represented 37% of the total respondents, finance followed and had 25% representation while human resource management had 16% representation, other departments had 14% representation and Engineering department had 9% representation as shown in Figure 4.6

![Figure 4.6: Department in the Organization](image)

4.3 Influence of Internal communication on Change Management

The study sought to establish the impact of internal communication on change management. Respondents were asked a set of questions to indicate to what extent they agree or disagreed with statement related to internal communication and change management. Using a five-point Likert scale where 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agree.

4.3.1 Descriptive Statistics of Internal Communication

It was agreed by a majority of the respondents that they are able to understand change and its impact (M=4.12, sd=.778). Study findings indicated that Telkom Kenya uses change management practices such as staff communication (M=3.75, sd=.669). Results also show that Telkom Kenya has increased communication during change processes. (M=3.71, sd=.999). Majority also indicated their pleasure with management's efforts to keep employees up to-date (M=3.61, sd=.999). It was also agreed that Telkom Kenya employees receive information regarding change from their supervisors and managers (M=3.51, sd= 1.127).
Despite internal communication being a vital aspect of change management, respondents failed to agree nor disagree that Telkom Kenya has clear policy that communicate employees’ responsibilities (M=3.38, sd=.858) or employees usually participate during change management process (M=3.26, sd= 1.084). Respondents did not come to an agreement on whether Telkom Kenya has a clear vision that governs change in the organization (M=3.23, sd=.968). There was also uncertainty of change management being communicated effectively within the department (M=3.12, sd=.152). It was however disagreed that employee resist implementation of change within the institution (M=2.99, sd= .995) as shown in Table 4.3.

Table 4.3: Descriptive Statistics of Internal Communication

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Employees usually participate during change management process</td>
<td>109</td>
<td>3.26</td>
<td>1.084</td>
</tr>
<tr>
<td>2 Change management is communicated effectively within the department.</td>
<td>109</td>
<td>3.12</td>
<td>1.152</td>
</tr>
<tr>
<td>3 Telkom Kenya has clear policy that communicate employees’ responsibilities</td>
<td>109</td>
<td>3.38</td>
<td>.858</td>
</tr>
<tr>
<td>4 Telkom Kenya has increased communication during change processes.</td>
<td>109</td>
<td>3.71</td>
<td>.999</td>
</tr>
<tr>
<td>5 At Telkom Kenya employees receive information regarding change from their supervisors and managers.</td>
<td>109</td>
<td>3.51</td>
<td>1.127</td>
</tr>
<tr>
<td>6 Telkom Kenya has a clear vision that governs change in the organization</td>
<td>109</td>
<td>3.23</td>
<td>.968</td>
</tr>
<tr>
<td>7 Telkom Kenya uses change management practices such as staff communication.</td>
<td>109</td>
<td>3.75</td>
<td>.669</td>
</tr>
<tr>
<td>8 Employee resist implementations of change within the institution</td>
<td>109</td>
<td>2.99</td>
<td>.995</td>
</tr>
<tr>
<td>9 I am able to understand change and its impact</td>
<td>109</td>
<td>4.12</td>
<td>.778</td>
</tr>
<tr>
<td>10 I am pleased with management's efforts to keep employees up to-date</td>
<td>109</td>
<td>3.61</td>
<td>.999</td>
</tr>
</tbody>
</table>
4.3.2 Correlation between Internal Communication and Change Management

A Pearson correlation analysis was done to establish the relationship between the dependent variable (Change management) against internal communication and the result established a strong positive relationship between the variables (R=0.742, P Value=0.000) as indicated in Table 4.4. Therefore, an increase in internal communication lead to an increase in change management.

Table 4.4: Correlation of Internal Communication and Change Management

<table>
<thead>
<tr>
<th>Change management (CM)</th>
<th>Pearson Correlation</th>
<th>Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal communication (IC)</td>
<td>Pearson Correlation</td>
<td>.742**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
</tbody>
</table>

4.3.3 Regression Analysis of Internal Communication and Change Management

The research analyzed relationship between the dependent variable (change management) against variables of internal communication. The results showed that the adjusted $R^2$ value was 0.546 hence 54.6% of the variation in change management was explained by the variations in internal communication as illustrated in Table 4.5.

Table 4.5: Model Summary of Internal Communication

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>R</td>
<td>Square</td>
<td>R Square</td>
<td>F</td>
<td>Sig. F</td>
</tr>
<tr>
<td>1</td>
<td>.742a</td>
<td>.550</td>
<td>.546</td>
<td>.42621</td>
<td>.550</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), internal communication

An ANOVA analysis was done between change management and internal communication at 95% confidence level, the F critical was 131.004 and the P value was (0.000) therefore significant the results are illustrated below in Table 4.6.
Table 4.6: Anova of Internal communication

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>23.797</td>
<td>1</td>
<td>23.797</td>
<td>131.004</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>19.437</td>
<td>107</td>
<td>.182</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>43.234</td>
<td>108</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: change management
b. Predictors: (Constant), internal communication.

Table 4.7: Coefficient of Internal communication

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>1.236</td>
<td>.204</td>
</tr>
<tr>
<td>Internal</td>
<td>.287</td>
<td>.068</td>
</tr>
</tbody>
</table>

As per the coefficient Table 4.7, the equation \( Y = \beta_0 + \beta_1 X_1 \) becomes:

\[ Y = 1.236 + 2.87 X_1 + 0.42621 \]

Where;

\[ Y = \text{Change management} \]
\[ X_1 = \text{internal communication} \]

The regression equation illustrated in Table 4.7 has established that all other factors held constant change management increases by 1.236. The findings presented also showed that with all other variables held at zero, a unit change in internal communication would lead to .287 increase in change management. All variables were significant \((p<0.05)\), therefore in the equation internal communication was significant in determining change management.
4.4 Influence of Training and Development on Change Management

The study sought to establish the impact of training and development on change management. Respondents were asked a set of questions to indicate to what extent they agree or disagree with statement related to training and development. Using a five-point Likert scale where 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agree.

4.4.1 Descriptive statistics of Training and Development

It was agreed that through training, respondents have been able to gain more knowledge (M=4.61, sd=.999). Study also show that managers at Telkom Kenya create awareness regarding change management (M=4.41, sd=1.121). Results also show that Telkom Kenya has a budget that caters for employees training needs (M=4.12, sd= 1.237), it was also established that Telkom Kenya has enough facilities to train its employees (M=3.72, sd=1.345). Findings also revealed that Telkom Kenya has developed policies such as; human resource code for staff development training (M=3.64, sd=.665).

Results also revealed uncertainty with regards to Telkom Kenya offering training and development programs during change management (M=3.36, sd= 1.236). Or training programs helping managers to implement change successfully (M=3.14, sd=.938). There was also uncertainty about managers at Telkom Kenya being trained to gain more skills in change management (M=3.13, sd=.783).

The findings also show that respondents disagreed that Telkom Kenya instils a learning culture (M=2.99, sd= 1.126). It was also disagreed that Telkom Kenya has adapted a learning management system to facilitate computerized training in the organization (M=2.62, sd= .691).
Table 4.8: Descriptive statistics of Training and Development

<table>
<thead>
<tr>
<th>Description</th>
<th>N</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telkom Kenya offers training and development programs during change management.</td>
<td>109</td>
<td>3.36</td>
<td>1.236</td>
</tr>
<tr>
<td>Managers at Telkom Kenya are trained to gain more skills in change management.</td>
<td>109</td>
<td>3.13</td>
<td>0.783</td>
</tr>
<tr>
<td>Training programs has helped managers to implement change successfully.</td>
<td>109</td>
<td>3.14</td>
<td>0.938</td>
</tr>
<tr>
<td>Through training, I have been able to gain more knowledge</td>
<td>109</td>
<td>4.61</td>
<td>0.999</td>
</tr>
<tr>
<td>Telkom Kenya instills a learning culture.</td>
<td>109</td>
<td>2.99</td>
<td>1.126</td>
</tr>
<tr>
<td>Managers at Telkom Kenya create awareness regarding change management.</td>
<td>109</td>
<td>4.41</td>
<td>1.121</td>
</tr>
<tr>
<td>Telkom Kenya has adapted a learning management system to facilitate computerized training in the organization.</td>
<td>109</td>
<td>2.62</td>
<td>0.691</td>
</tr>
<tr>
<td>Telkom Kenya has a budget that caters for employees training needs.</td>
<td>109</td>
<td>3.50</td>
<td>1.237</td>
</tr>
<tr>
<td>Telkom Kenya has developed policies such as; human resource code for staff development training</td>
<td>109</td>
<td>3.64</td>
<td>0.665</td>
</tr>
<tr>
<td>Telkom Kenya has enough facilities to train its employees</td>
<td>109</td>
<td>3.72</td>
<td>1.345</td>
</tr>
</tbody>
</table>

4.4.2 Correlation between Training and Development and Change Management

A Pearson correlation analysis was done to establish the relationship between the dependent variable (Change management) against training and development and the result established a strong positive relationship between the variables (R=0.447, P Value=0.000) as indicated in Table 4.9. Therefore, an increase in training and development lead to an increase in change management.
Table 4.9: Correlation of Training and Development and Change Management

<table>
<thead>
<tr>
<th></th>
<th>Pearson Correlation</th>
<th>Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change management (CM)</td>
<td>.447**</td>
<td>.000</td>
</tr>
<tr>
<td>Training and development (TD)</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

4.4.3 Regression Analysis of Training and Development and Change Management

The research analyzed relationship between the dependent variable (change management) against variables of training and development. The results showed that the adjusted $R^2$ value was 0.546 hence 54.6% of the variation in change management was explained by the variations in internal communication as illustrated in Table 4.10

Table 4.10: Model Summary of Training and Development

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>F</th>
<th>df1</th>
<th>df2</th>
<th>Sig. F</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.447a</td>
<td>.200</td>
<td>.192</td>
<td>.56866</td>
<td>.200</td>
<td>26.697</td>
<td>1</td>
<td>107</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), training and development

An ANOVA analysis was done between change management and training and development at 95% confidence level, the F critical was 26.697 and the P value was (0.000) therefore significant the results are illustrated below in Table 4.11

Table 4.11: Anova of Training and Development

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>8.633</td>
<td>1</td>
<td>8.633</td>
<td>26.697</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>34.601</td>
<td>107</td>
<td>.323</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>43.234</td>
<td>108</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: change management
b. Predictors: (Constant), training and development
Table 4.12: Coefficient of Training and Development

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>(Constant)</td>
<td>2.243</td>
<td>.221</td>
</tr>
<tr>
<td>Training and Development</td>
<td>.384</td>
<td>.067</td>
</tr>
</tbody>
</table>

As per the coefficient Table 4.12, the equation \( Y = \beta_0 + \beta_1 X_1 \) becomes:

\[ Y = 2.243 + .384 X_1 + 0.5687 \]

Where:

\[ Y = \text{Change management} \]
\[ X_1 = \text{training and development} \]

The regression equation illustrated in Table 4.12 has established that all other factors held constant change management increases by 2.243. The findings presented also showed that with all other variables held at zero, a unit change in training and development would lead to .384 increase in change management. All variables were significant (p<0.05), therefore in the equation training was significant in determining change management.

4.5 Influence of Organization Culture on Change Management

The study sought to establish the impact of organization culture on change management. Respondents were asked a set of questions to indicate to what extent they agree or disagreed with statement related to organization culture. Using a five-point Likert scale where 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agree.

4.5.1 Descriptive Statistics of Organization Culture

As indicated in Table 4.5 respondents agreed that Telkom Kenya has a culture that is in line with their goals (M=4.28, sd= 1.209). Study also show that Telkom Kenya has a culture which influence positive attitudes and behavior at work (M=4.25, sd=.669). Findings also show that Telkom Kenya has a clear mission statement in place (M=4.24, sd=.980). It was also shown that Telkom Kenya adjust its culture to be able to deal with
changes taking place in the environment (M=4.13, sd=.944). As a belief team work within the organization is good for the change process (M=4.13, sd=1.046).

Findings also indicated that at Telkom employees are aware of past and present system of operation (M=4.12, sd=.778). In addition, Telkom Kenya uses its mission statement to implement change (M=3.72, sd=.868). At the same time Telkom Kenya develops employees for change management (M=3.50, sd=.502). However there was uncertainty about culture at Telkom Kenya being insistent with the change management strategy (M=3.26, sd=.658), it was neither agreed nor disagreed about flexibility in Telkom Kenya culture helping the firm respond quickly to changes (M=3.02, sd=1.009).

Table 4.13: Descriptive Statistics of Organization Culture

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Culture at Telkom Kenya is consistent with the change management strategy</td>
<td>109</td>
<td>3.26</td>
<td>.658</td>
</tr>
<tr>
<td>At Telkom employees are aware of past and present system of operation</td>
<td>109</td>
<td>4.12</td>
<td>.778</td>
</tr>
<tr>
<td>Telkom Kenya has a culture which influence positive attitudes and behavior at work</td>
<td>109</td>
<td>4.25</td>
<td>.669</td>
</tr>
<tr>
<td>Telkom Kenya develops employees for change management</td>
<td>109</td>
<td>3.50</td>
<td>.502</td>
</tr>
<tr>
<td>Telkom Kenya adjust its culture to be able to deal with changes taking place in the environment</td>
<td>109</td>
<td>4.13</td>
<td>.944</td>
</tr>
<tr>
<td>Flexibility in Telkom Kenya culture helps the firm respond quickly to changes</td>
<td>109</td>
<td>3.02</td>
<td>1.009</td>
</tr>
<tr>
<td>As a belief team work within the organization is good for the change process.</td>
<td>109</td>
<td>4.13</td>
<td>1.046</td>
</tr>
<tr>
<td>Telkom Kenya has a clear mission statement in place</td>
<td>109</td>
<td>4.24</td>
<td>.980</td>
</tr>
<tr>
<td>Telkom Kenya has a culture that is in line with their goals</td>
<td>109</td>
<td>4.28</td>
<td>1.209</td>
</tr>
<tr>
<td>Telkom Kenya uses its mission statement to implement change.</td>
<td>109</td>
<td>3.72</td>
<td>.868</td>
</tr>
</tbody>
</table>

4.5.2 Correlation between Organizational Culture and Change Management

A Pearson correlation analysis was done to establish the relationship between the dependent variable (Change management) against organizational culture and the result
established a strong positive relationship between the variables (R=0.789, P Value=0.000) as indicated in Table 4.14. Therefore, an increase in organizational culture lead to an increase in change management.

**Table 4.14: Correlation of Training and Development and Change Management**

<table>
<thead>
<tr>
<th></th>
<th>Pearson Correlation</th>
<th>Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change management (CM)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational Culture</td>
<td>.789**</td>
<td>.000</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

**4.5.3 Regression Analysis of Organization Culture and Change Management**

The research analyzed relationship between the dependent variable (change management) against variables of organization culture. The results showed that the adjusted $R^2$ value was 0.618 hence 61.8% of the variation in change management was explained by the variations in organization culture as illustrated in Table 4.15

**Table 4.15: Model Summary of Organization Culture**

<table>
<thead>
<tr>
<th>Model</th>
<th>Std. R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Estimate of the</th>
<th>Change</th>
<th>Change</th>
<th>df1</th>
<th>df2</th>
<th>Sig. F</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.789a</td>
<td>.622</td>
<td>.618</td>
<td>.3908</td>
<td>.622</td>
<td>176.044</td>
<td>1</td>
<td>107</td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Organization culture

An ANOVA analysis was done between change management and organization culture at 95% confidence level, the F critical was 176.044 and the P value was (0.000) therefore significant the results are illustrated below in Table 4.16
Table 4.16: Anova of Organization Culture

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>26.890</td>
<td>1</td>
<td>26.890</td>
<td>176.044</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>16.344</td>
<td>107</td>
<td>.153</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>43.234</td>
<td>108</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: change management
b. Predictors: (Constant), organization Culture

Table 4.17: Coefficient of Organization Culture

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>(Constant)</td>
<td>.810</td>
<td>.208</td>
</tr>
<tr>
<td>Organization</td>
<td>.792</td>
<td>.060</td>
</tr>
</tbody>
</table>

As per the coefficient Table 4.17, the equation \( Y = \beta_0 + \beta_1X_1 \) becomes:

\[ Y = .810 + .792X_1 + 0.39082 \]

Where;

\[ Y = \text{Change management} \]
\[ X_1 = \text{organization Culture} \]

The regression equation illustrated in Table 4.17 has established that all other factors held constant change management increases by .810. The findings presented also showed that with all other variables held at zero, a unit change in organization culture would lead to .792 increase in change management. All variables were significant (p<0.05), therefore in the equation organization culture was significant in determining change management.

4.5.4 Change Management

The study sought to establish the impact of change management. Respondents were asked a set of questions to indicate to what extent they agree or disagreed with statement related to change management. Using a five-point Likert scale where 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agree.
4.5.4.1 Descriptive Statistics of Change Management

The finding show that majority agreed that as a company Telkom Kenya has strived to adapt to changes taking place in the business environment  (M=3.86, sd=.787). Results also show that the management team on board is always ready to support the change (M= 3.86, sd=.775). It was also indicated that Telkom managers have effectively implemented change by planning (M=3.62, sd=.691) and Telkom ensures that all employees are involved during the change process (M=.3.62, sd= 1.112). At the same time Telkom Kenya had an evaluation process in place to monitor change  (M=3.61, sd=.870).

**Table 4.18: Descriptive Statistics of Change Management**

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>109</td>
<td>3.24</td>
<td>.980</td>
</tr>
<tr>
<td>2</td>
<td>109</td>
<td>3.86</td>
<td>.787</td>
</tr>
<tr>
<td>3</td>
<td>109</td>
<td>3.12</td>
<td>.930</td>
</tr>
<tr>
<td>4</td>
<td>109</td>
<td>3.62</td>
<td>.691</td>
</tr>
<tr>
<td>5</td>
<td>109</td>
<td>3.51</td>
<td>.702</td>
</tr>
<tr>
<td>6</td>
<td>109</td>
<td>3.86</td>
<td>.775</td>
</tr>
<tr>
<td>7</td>
<td>109</td>
<td>3.61</td>
<td>.870</td>
</tr>
<tr>
<td>8</td>
<td>109</td>
<td>3.62</td>
<td>1.112</td>
</tr>
<tr>
<td>9</td>
<td>109</td>
<td>3.52</td>
<td>1.119</td>
</tr>
<tr>
<td>10</td>
<td>109</td>
<td>3.50</td>
<td>.857</td>
</tr>
<tr>
<td>11</td>
<td>109</td>
<td>3.50</td>
<td>.821</td>
</tr>
<tr>
<td>12</td>
<td>109</td>
<td>3.36</td>
<td>1.118</td>
</tr>
</tbody>
</table>

The results also show that there is a clear communication strategy during change management process (M=3.52, sd= 1.119) and the organization has a plan to deal with the technical challenges of the change (M=3.51, sd=.702). Results also show that Telkom
Kenya has the right talent to make the change (M=3.50, sd=.857) and employees have trust in the team in charge of change management (M=3.50, sd=.821). It was also uncertain whether employees understand what they will gain and lose in this change (M=3.36, sd=1.118) and whether approach to managing changes at Telkom Kenya have been strategic and well thought (M=3.24, sd=.980) or whether Telkom Kenya empowers its employees to embrace change (M=3.12, sd=.930).

4.5.4.2 Regression Analysis of Change Management and Combined Variables

The research analyzed relationship between the dependent variable (change management) against other core factors. The results showed that the Adjusted $R^2$ value was 0.634 hence 63.4% of the variation in change management was explained by the variations in internal communication, training and development and organization culture as illustrated in Table 4.19

**Table 4.19: Model Summary of Change Management and Combined Variables**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>R Square Change</th>
<th>F Change</th>
<th>df1</th>
<th>df2</th>
<th>Sig. F Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.803a</td>
<td>.644</td>
<td>.634</td>
<td>.38285</td>
<td>.644</td>
<td>63.325</td>
<td>3</td>
<td>105</td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), organization culture, training and development, internal communication

An ANOVA analysis was done between dependent variable (change management) against internal communication, training and development and organization culture at 95% confidence level, the F critical was 63.325 and the P value was (0.000) therefore significant the results are illustrated below in Table 4.20
Table 4.20: Anova of of Change Management and Combined Variables

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>27.845</td>
<td>3</td>
<td>9.282</td>
<td>63.325</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>15.390</td>
<td>105</td>
<td>.147</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>43.234</td>
<td>108</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: change management
b. Predictors: (Constant), organization culture, training and development, internal communication

The regression equation illustrated in Table 4.21 established that taking internal communication, training and development and organization culture into account and other factors held constant change management improved by 0.806 units and all variables were significant except training and development.

The findings presented also showed that with all other variables held at zero, a unit change in internal communication would lead to a 0.243 positive increase in change management, and a unit change in training and development would lead to 0.077 negative change in change management. Moreover, the study also showed that a unit change in organization culture would result in 0.619 increase in change management. Only the variables training and development was not significant (p>0.05), therefore in the equation only internal communication and organization culture combined are significant in determining change management.

Table 4.21: Coefficients of Change Management and Combined Variables

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>.806</td>
<td>.026</td>
<td>3.921</td>
<td>.000</td>
</tr>
<tr>
<td>internal communication</td>
<td>.243</td>
<td>.102</td>
<td>.272</td>
<td>2.373</td>
</tr>
<tr>
<td>training and development</td>
<td>-.077</td>
<td>.059</td>
<td>-.099</td>
<td>-1.314</td>
</tr>
<tr>
<td>organization culture</td>
<td>.619</td>
<td>.118</td>
<td>.616</td>
<td>5.254</td>
</tr>
</tbody>
</table>
4.6 Chapter Summary

This chapter has highlighted results and findings. The first section provided an analysis of response rate, reliability and demographic data of the respondents, the second section dealt with data on internal communication, the third section looked at the data on training and development, and the fourth section covered issues of organization culture. The chapter also analysed inferential statistics with regard to correlation and regression analysis. In chapter five this results will be discussed and relevant conclusions and recommendations made with regard to change management at Telkom Kenya.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section gives summary of findings, discussions, conclusion, recommendation and suggestions for further study. The discussion was done based on research questions of the study.

5.2 Summary

The purpose of this study was to evaluate factors that influence the management of culture change in Telkom Kenya Limited in a turbulent business environment. The study was guided by the following research questions: What is the influence of internal communications strategy on change management in Telkom Kenya Limited? What is the influence of training and development on change management in Telkom Kenya Limited? What is the influence of culture on change management in Telkom Kenya Limited?

Descriptive survey research designs was be used to allow researchers to gather information and summarize, present and interpret data for the purpose of clarification. The target population of study was 167 top level managers, middle level managers and lower level managers at the Telkom Kenya headquarters. Stratified sampling was used to help increase the statistical efficiency of a sample by providing adequate data per stratum and a sample size of 114 respondents was arrived at.

The finding show that majority agreed that as a company Telkom Kenya has strived to adapt to changes taking place in the business environment. Results also show that the management team on board is always ready to support the change. It was also indicated that Telkom managers have effectively implemented change by planning and Telkom ensures that all employees are involved during the change process. At the same time Telkom Kenya had an evaluation process in place to monitor change. The results also show that there is a clear communication strategy during change management process and the organization has a plan to deal with the technical challenges of the change. Results also show that Telkom Kenya has the right talent to make the change and employees have trust in the team in charge of change management.

50
A review of the first objective indicated that employees are able to understand change and its impact. Study findings indicated that Telkom Kenya uses change management practices such as staff communication. Results also show that Telkom Kenya has increased communication during change processes. Majority also indicated their pleasure with management's efforts to keep employees up to-date. It was also agreed that Telkom Kenya employees receive information regarding change from their supervisors and managers. The research analyzed relationship between the dependent variable (change management) against variables of internal communication. The results showed that the adjusted $R^2$ value was 0.546 hence 54.6% of the variation in change management was explained by the variations in internal communication.

With regard to the second objective it was agreed that through training, respondents have been able to gain more knowledge. Study also show that managers at Telkom Kenya create awareness regarding change management. Results also show that Telkom Kenya has a budget that caters for employees training needs, it was also established that Telkom Kenya has enough facilities to train its employees. Findings also revealed that Telkom Kenya has developed policies such as; human resource code for staff development training. The research analyzed relationship between the dependent variable (change management) against variables of training and development. The results showed that the adjusted $R^2$ value was 0.546 hence 54.6% of the variation in change management was explained by the variations in internal communication.

Analysis of the third objective revealed that Telkom Kenya has a culture that is in line with their goals. Study also show that Telkom Kenya has a culture which influence positive attitudes and behavior at work. Findings also show that Telkom Kenya has a clear mission statement in place. It was also shown that Telkom Kenya adjust its culture to be able to deal with changes taking place in the environment. As a belief team work within the organization is good for the change process. Findings also indicated that at Telkom employees are aware of past and present system of operation. In addition, Telkom Kenya uses its mission statement to implement change. At the same time Telkom Kenya develops employees for change management. The research analyzed relationship between the dependent variable (change management) against variables of organization culture. The results showed that the adjusted $R^2$ value was 0.618 hence 61.8% of the variation in change management was explained by the variations in organization culture.
5.3 Discussions

5.3.1 Influence of Internal Communications Strategy on Change Management

A review of the first objective indicated that employees understand change and its impact on the organization. In deed this is in line with Balogun and Hope (2008) who’s proposed that it is necessary for organizations to adapt to changes that are taking place in the business environment so that they can increase performance and become competitive in the industry. According to Kibisu (2010) change management is a planned approach used by organizations to change employees, teams, and organization from their current position to a desire state. It is also used to empower employees to embrace change. Singh (2009) assert that change can be planned or unplanned. According to Hayes (2014) change can be categorized into transformational change, transitional change, and developmental change.

Study findings indicated that Telkom Kenya uses change management practices such as staff communication. As a strategic process, internal communication can motivate and empower a company’s employees. If employees do not know what their company’s objectives are and their part in reaching those goals, and if they do not receive feedback about their work, they may lose motivation and interest (Kalla, 2015). The company’s performance may also be negatively affected. Internal communication therefore has a critical role in organizations. Many organizational changes fail due to shortcomings in the internal communication. Communication and organizational change are related and linked processes (Lewis, Schmisser, Stephens, & Weir, 2016). Klein (2016) also adds that employees will want to know as much information as possible in order to minimize uncertainty. However, the type of information that is transmitted by management and the manner in which information is transmitted are key determinants of whether change implementation is successful (Kitchen & Daly, 2012).

Results also show that Telkom Kenya has increased communication during change processes. As indicated in past research, organizational communication has two main goals. The first goal is to inform the employees about the policy, their tasks and other necessities of the organization. The second organizational communication goal is to create a community within the organization (Elving, 2016). According to Elving (2016) the reason why communication is important during organizational change is that the
processing effort is reliant on the ability of the organization to change the individual behavior of individual employees. For example, if the organizational change is about how to change a specific task of specific employees, the communication about the change itself, and information to these employees, is vital. Bordia, Hunt and Paulsen (2014) adds that the main purpose of the change communication is to reduce employees’ uncertainty and have them informed of anticipated events. Sade and Noureddine (2017) examined managing employees and promoting internal communication during change. It was revealed that the organization should increase their communication during change processes, hence minimize the risk of misunderstandings and rumors.

It was also agreed that Telkom Kenya employees receive information regarding change from their supervisors and managers. Bordia, Hunt and Paulsen (2004) agree that due to lack of timely communication, employees usually receive change from external sources. Moreover, employees usually prefer to receive information regarding change from their supervisors and managers. The results of the regression analysis showed that 54.6% of the variation in change management was explained by the variations in internal communication. Wambua (2017) studied factors affecting change management in state corporations in Kenya and he concluded that internal communication in the organization affects change management. Gachungi (2014) also explored effect of communication strategy in change management at Unilever Kenya Limited. It was revealed that communication influences change management. The study concluded that through communication employees are able to understand change and its impact, exchange ideas and accept change.

A Pearson correlation analysis was done to establish the relationship between the dependent variable (Change management) against internal communication and the result established a strong positive relationship between the variables and this implied that an increase in internal communication lead to an increase in change management. This supports previous results established by Sade and Noureddine (2017) who examined managing employees and promoting internal communication during change. It was revealed that the organization should increase their communication during change processes, hence minimize the risk of misunderstandings and rumors. Nkari (2014) investigated change management practices adopted by the Independent Electoral and Boundaries Commission of Kenya. The study used a case study research design. The
findings indicated that Independent Electoral and Boundaries Commission used change management practices such as change management models, technology, staff communication and training.

The results of the regression analysis showed that variation in change management was explained by the variations in internal communication. Similar results were shared by Wambua (2017) who studied factors affecting change management in state corporations in Kenya. Descriptive research design was used. Total population was 118 state corporations. Stratified random sampling technique was used to select a sample of 35 senior managers. It was concluded that internal communication in the organization affects change management. Gachungi (2014) explored effect of communication strategy in change management at Unilever Kenya Limited. It was revealed that communication influences change management. The study concluded that through communication employees are able to understand change and its impact, exchange ideas and accept change. It was recommended that the organization should develop a clear policy that have communication clearly employees’ responsibilities.

A lot of studies have revealed that communication has a positive effect on change however, Burnes and Jackson (2011) note that the quality of communications can influence change positively or negatively. Ruissalo (2015) studied communications as change management vehicle. How to improve change receptivity with organizational communications. It was established that lack of proper communication will affect change implementation in a negative way.

5.3.2 Influence of Training and Development on Change Management

The analysis done revealed that through training, respondents have been able to gain more knowledge. This concurs to Day (2014) argument that training and development is required to cover essential work-related skills, techniques and knowledge especially after an organization goes through a restructuring. Due to its purpose, Edgecombe and Bowden (2014) note that training and development is oriented chiefly around what’s good for people, rather than chiefly what’s profitable for organizations. The reason for this is that in terms of training, and development, what’s good for people is good for the organizations in which they work–what’s good for people’s development is good for
organizational performance, quality, customer satisfaction, effective management and control, and therefore profits too and effective change management.

Study also show that managers at Telkom Kenya create awareness regarding change management. This concurs with results from Kinoti (2013) who conducted a research on effects of change management on employee performance in Co-Operative Bank of Kenya Limited. It was suggested that managers should create awareness regarding change management. They should offer in-house training and forums. Ngosi (2015) also studied that role of leadership in the implementation of organizational culture change at The Kenya Power Company Ltd where it was established that training was used in the organization to enable employees gain more knowledge and skills that they can use during change implementation.

Results also show that Telkom Kenya has a budget that caters for employees training needs. Abba and Dawha (2009) also affirmed that some organizations are not able to offer training to their employees due to lack of lack funds, lack of personnel and training policy. Therefore, there is a need for organization to develop a budget and policies. Through this, the organization will be able to offer on-the-job training and informal training. Ukwoma and Akanwa (2008) suggested that inadequate funding; personal financial constraints, lack of facilities to train are examples of problems that affect training and development of employees in most organizations in Nigeria.

It was also established that Telkom Kenya has enough facilities to train its employees. According to Cunha, Morgado and Brewster (2013), in order to ensure that the employees are equipped with the right kind of skills, knowledge and abilities to perform their assigned tasks, training and development plays its crucial role towards the growth and success of our business. Similarly, Nzuki (2016) examined strategic change management practices at Barclays Bank of Kenya. The study revealed that the use of training programs has helped managers to implement change successfully.

Findings also revealed that Telkom Kenya has developed policies such as human resource code for staff development training. Beckhard and Harris (2008) agrees that through training and development, employees are able to gain more knowledge and increase their competencies. According to Tryphosa (2013), change management is required in different functional areas in an organization where the systems are to be
practical, such as; human resources, training department and the programme management office. According to Cunha, Morgado and Brewster (2013), training and development is essential to meet current and future business demands especially demands emanating from a change process. Apospori et al., (2008) highlights that training ensures that an organizational still achieves enhanced performance even after going through a change process.

A Pearson correlation analysis was done to establish the relationship between the dependent variable (Change management) against training and development and the result established a strong positive relationship between the variables and this implied that an increase in training and development lead to an increase in change management. Similar findings are shared by Beckhard and Harris (2008) who noted that through training and development, employees are able to gain more knowledge and increase their competencies. According to Tryphosa (2013), change management is required in different functional areas in an organization where the systems are to be practical, such as; human resources, training department and the programme management office. According to Cunha, Morgado and Brewster (2013), training and development is essential to meet current and future business demands especially demands emanating from a change process. Apospori et al (2008) highlights that training ensures that an organizational still achieves enhanced performance even after going through a change process.

The research analyzed relationship between the dependent variable (change management) against variables of training and development. The results regression analysis results showed that the variation in change management was explained by the variations in internal communication. This results are similar to those of Musinda (2013) who investigated factors influencing change management practices in the Kenya National Audit Office (KENAO). It was recommended that seminars, workshops and training programs should be used to help employees adapt to change. Nzuki (2016) also examined strategic change management practices at Barclays Bank of Kenya. The study revealed that the use of training programs has helped managers to implement change successfully.

Kinoti (2013) also conducted a research on effects of change management on employee performance in Co-Operative Bank of Kenya Limited. It was suggested that managers should create awareness regarding change management. They should offer in-house
training and forums. Ngosi (2015) studied that role of leadership in the implementation of organizational culture change at The Kenya Power Company Ltd. A case study was used. Target population was 10 departmental heads. It was established that training was used in the organization to enable employees gain more knowledge and skills that they can use during change implementation.

5.3.3 Influence of Culture on Change Management

Analysis of the findings indicated that Telkom Kenya has a culture that is in line with their goals. In deed in line with Hofstede and Jan (2013) organizational culture is a shared beliefs, norms and values that are within an organization. An organization is able to develop and successfully implement change when it aligns it with the organizational culture. Akinyi (2015) illustrated that organizational culture plays a big role in changes that are taking place in an organization. It helps an organization develop a structure, select and develop employees, develop performance measures and reward systems that can be used to implement change.

Study also show that Telkom Kenya has a culture which influence positive attitudes and behavior at work. Racelis (2010) affirms that organizations are able to meet their goals if their culture works in harmony with their management strategy. Additionally, an organization that has appropriate culture will also help employees have control over their own work consequently, increase their performance. Kitaka (2011) stated that studies have suggested that a better functioning organizational culture can increase performance. This is due to team work, collaboration and general organizational motivation.

It was also shown that Telkom Kenya adjust its culture to be able to deal with changes taking place in the environment. Muthoni (2012) also noted that organizational culture plays a big role in change management. Organizational culture assists the organization to adjust to internal and external demands (McNeal, 2009). In addition, according to Ongera (2013), organizations are able to deal with external threats when their culture promotes employees trust. This will reduce resistance to change. Burke et al., (2002) organizations undergoing transformations must have employees who are supporting the change process. Managers should also understand organizational vision, mission and objectives, hence, develop a culture that reduces resistance towards change. Jones and George (2011) state that change management can affect organizational structure, culture control systems and
human resources therefore, managers should examine how environmental changes may create opportunities and threats that could affect the organization and develop strategies that they can use to deal with external changes that are taking place.

Findings also indicated that at Telkom employees are aware of past and present system of operation. Schein (2011) adds that employees who are made aware of their organizational culture usually appreciate both the organization’s past and present system of operation, henceforth, guiding them on how they are supposed to behave in the future and also promote organization’s way of life by increasing shared feelings. Furthermore, an organization that has a well stipulated culture usually work towards a common goal is able to increase their performance because employees are working towards the same goal.

In addition, Telkom Kenya uses its mission statement to implement change. Achua and Lussier (2013) assert that culture provides a shared understanding regarding organization identity. An organization that has a strong culture will help employee feel valued and motivated to take challenges in realizing organizations mission and increase teamwork. John (2013) noted that organizations use mission statements to communicate ideals, purpose and direction of the organization to the external and internal stakeholders. The mission statement also helps managers make decision regarding resource allocation and change management.

A Pearson correlation analysis was done to establish the relationship between the dependent variable (Change management) against organization culture and the result established a strong positive relationship between the variables and this implied that an increase in internal communication lead to an increase in change management. Similar results were established by Muthoni (2012) who noted that organizational culture plays a big role in change management. Organizational culture assists the organization to adjust to internal and external demands. In addition, according to Ongera (2013), organizations are able to deal with external threats when their culture promotes employees trust. This will reduce resistance to change. Burke et al., (2002) organizations undergoing transformations must have employees who are supporting the change process. Managers should also understand organizational vision, mission and objectives, hence, develop a culture that reduces resistance towards change.
The research analyzed the relationship between the dependent variable (change management) against variables of organization culture. The results from the regression analysis showed that a significant variation in change management was explained by the variations in organization culture. According to Fakhar, Ayesha and Lalarukh (2012), in today’s changing environment, organizational culture plays a crucial role. It brings several parts of the organization together to help the organization achieve its goals and objectives. Gathai and Kamingi, (2012) emphasize that this provides a communal bond that creates a sense of belonging amongst employees and motivates them to increase their performance. Ayan (2018) investigated factors influencing change management in organizations: A case study of World Food Programme–Kenya. The findings showed that there was a significant relationship between organizational culture and change management. It was recommended that World Food Programme–Kenya should develop well-structured values and norms that will enable them adapt to environmental changes.

Wanjohi (2014) conducted a research on organizational culture and change management practice in the Kenyan Media Industry. The study used a cross-sectional survey. Target population was senior and middle level managers. The findings showed that organizational culture determines change implementation. Were (2014) examined the effects of organization culture on change management: A Case of the Vocational Training Centre for the Blind and Deaf Sikri and established that organizations beliefs/values affects change management whereas, organizational norms do not affect change management.

5.4 Conclusions

5.4.1 Influence of Internal Communications Strategy on Change Management

It was concluded variation in change management is attributed to internal communication thus it’s of essence for the firm to always make the employees understand change and its impact. This can only be achieved through having an efficient channel for staff communication. It is thus the management’s role to ensure all efforts are done to keep employees up to-date. This can be simplified by ensuring information regarding change are channeled through the respective supervisors and managers.
5.4.2 Influence of Training and Development on Change Management

It was concluded that training and development is a vital aspect with regard to how employees react to changes in a firm. This is attributed to the fact that through training employees gain more knowledge. For a training to be effective an institution needs to set aside ample budget that caters for employees training needs as well as invest in adequate facilities. The training needs and demands should always be aligned to the human resource code for staff development training.

5.4.3 Influence of Culture on Change Management

It was also concluded that organization culture has an influence on how employees react to change management. To minimize conflicts it’s vital that an institution culture lies in line with their goals. The culture adopted needs to be one that encourage positive attitudes and behavior at work. This is guided by the firm having a clear mission statement in place. For smooth transition, institutions need flexibility and team work within the organization. Employees need the information and thus there should be an awareness with regards to past and present system of operation. In addition, Telkom Kenya uses its mission statement to implement change.

5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Influence of Internal Communications Strategy on Change Management

Telkom Kenya should continue using change management practices such as staff communication in order to minimize rumors and also to keep employees up to-date with the anticipated changes. The firm should maintain a direct communication platform between employees and their direct supervisors and managers. The firm needs to adopt a clear policy that communicate employees’ responsibilities during change management process. It is also along this line that the firm needs to adopt a clear vision that governs change management.
5.5.1.2 Influence of Training and Development on Change Management

Training is a vital component with regard to the changes in a firm, thus Telkom Kenya should ensure that its employees are well trained to handle any changes that take place in the sector. The firm should thus ensure that the budget is sufficient to cater for employees training needs. For smooth transition the firm should offer training and development programs before the change is affected. Managers at Telkom Kenya should be trained in order to gain more skills in change management, this will ensure that they better equip their followers on the same. For any change to be taken positively, Telkom Kenya needs to firm a way of instilling a learning culture as well as adopt technology such as having a learning management system to facilitate computerized training in the organization.

5.5.1.3 Influence of Culture on Change Management

Culture plays a vital role with regard to how change in the firm is absorbed by the employees. Thus Telkom Kenya needs to maintain a culture which influence positive attitudes and behavior at work. This could be encouraged by ensuring the team work within the organization is good. The firm also needs to ensure that the culture is consistent with the change management strategy.

5.5.2 Recommendation for Further Studies

The current study sought to evaluate factors that influence the management of change in Telkom Kenya Limited in a turbulent business environment. Similar study should be done to determine other factors that affects change management in other telecommunication firms in Kenya.
REFERENCES


Singh, K. (2009). Organizational Behavior: Text and Cases', New Delhi, IN; Dorling Kindersley (India) PVT Ltd.


Tudor, L (2014). Change management challenges and opportunities for sustainable development of Romanian companies. In proceedings of the International Management Conference, 8(1), 466-476


APPENDIX I: LETTER OF INTRODUCTION

February 16th 2019

Catherine Wairimu Mburu
United States International University
P.O.BOX 14634-00800.
Nairobi, Kenya.

Dear respondent,

I am a student at United States International University Africa (USIU-Africa) pursuing a Masters of Business Administration program. In partial fulfillment of my course work, I would like to conduct a research project to evaluate factors that influence the management of change in a turbulent business environment a case of Telkom Kenya Limited

Therefore, kindly complete the attached questionnaire with as accurate information as possible. This research will be used entirely for academic purposes while observing utmost confidentiality.

Your assistance is highly appreciated. Thank you in advance.

Yours faithfully,

Catherine Wairimu Mburu
APPENDIX II: NACOSTI LETTER OF AUTHORIZATION

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Ref. No. NACOSTI/P/19/18186/31622

Catherine Wairimu Mburu
United States International University
P.O. Box 14634-00800
NAIROBI.

Date: 16th July, 2019.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on “Factors that influence the management of change in a turbulent business environment: A case of Telkom Kenya Limited.” I am pleased to inform you that you have been authorized to undertake research in Nairobi County for the period ending 16th July, 2020.

You are advised to report to the County Commissioner, and the County Director of Education, Nairobi County before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a copy of the final research report to the Commission within one year of completion. The soft copy of the same should be submitted through the Online Research Information System.

[Signature]

DR. STEPHEN K. KIBIRU, P.H.D.
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.
APPENDIX III: NACOSTI LETTER PERMIT

THIS IS TO CERTIFY THAT:

MISS. CATHERINE WAIRIMU MBURU OF UNITED STATE INTERNATIONAL UNIVERSITY, 22944-505 NAIROBI, has been permitted to conduct research in Nairobi County on the topic: FACTORS THAT INFLUENCE THE MANAGEMENT OF CHANGE IN A TURBULENT BUSINESS ENVIRONMENT: A CASE OF TELKOM KENYA LIMITED for the period ending 16th July, 2020

Permit No: NACOSTI/P/19/18186/31622
Date Of Issue: 16th July, 2019
Fee Received: KSh 1000

{Signature}

Director General
National Commission for Science, Technology & Innovation
APPENDIX IV: QUESTIONNAIRE

Kindly respond to the following questions by ticking on the appropriate box (√) or filling the answers in the blank spaces

SECTION 1: DEMOGRAPHIC INFORMATION

You are requested to fill out your personal information in the spaces below. Please tick only one response.

1. Gender
   - Male [ ]
   - Female [ ]

2. Age
   - 18-25 [ ]
   - 26-35 [ ]
   - 36-45 [ ]
   - 46 – 55 [ ]
   - Above 56 [ ]

3. Highest Level of education
   - Diploma [ ]
   - Degree [ ]
   - Masters [ ]
   - PHD [ ]
   - Other [ ]

4. Number of years worked in this company
   - Less than 2 [ ]
   - 3 – 5 years [ ]
   - 6-10 years [ ]
   - 11-14 years [ ]
   - above 15 years [ ]

5. Current Management position
   - Top Level [ ]
   - Middle level [ ]
   - Low Level [ ]
   - Subordinate [ ]

6. Department in the organization
   - Finance [ ]
   - Marketing [ ]
   - Human resource [ ]
   - Engineering [ ]
   - Other [ ]

PART II: Internal Communication

Indicate the extent to which internal communication affect change management (Place a check mark in the appropriate square bracket). Strongly Agree (5) Agree (4) Neutral (3) Disagree (2) Strongly Disagree (1)

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
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</thead>
<tbody>
<tr>
<td>1 Employees usually participate during change management process</td>
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<tr>
<td>2 Change management is communicated effectively within the department.</td>
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</table>
3. Telkom Kenya has clear policy that communicate employees responsibilities
4. Telkom Kenya has increased communication during change processes.
5. At Telkom Kenya employees receive information regarding change from their supervisors and managers.
6. Telkom Kenya has a clear vision that governs change in the organization
7. Telkom Kenya uses change management practices such as staff communication.
8. Employee resist implementation of change within the institution
9. I am able to understand change and its impact
10. I am pleased with management's efforts to keep employees upto-date

**PART III: Training and Development**

Indicate the extent to which training and development affect change management (Place a check mark in the appropriate square bracket). Strongly Agree (5) Agree (4) Neutral (3) Disagree (2) Strongly Disagree (1)

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<tr>
<th>Statement</th>
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<tbody>
<tr>
<td>1. Telkom Kenya offers training and development programs during change management.</td>
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<tr>
<td>2. Managers at Telkom Kenya are trained to gain more skills in change management.</td>
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<td>3. Training programs has helped managers to implement change successfully.</td>
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<td>4. Through training, I have been able to gain more knowledge</td>
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<td>5. Telkom Kenya instills a learning culture.</td>
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<td>6. Managers at Telkom Kenya create awareness regarding change management.</td>
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<td>7. Telkom Kenya has adapt a learning management system to facilitate computerized training in the</td>
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</table>
organization.

8 Telkom Kenya has a budget that caters for employees training needs.

9 Telkom Kenya has developed policies such as; human resource code for staff development training

10 Telkom Kenya has enough facilities to train its employees

PART IV: Organization Culture

Indicate the extent to which organization culture affect change management (Place a check mark in the appropriate square bracket).

Strongly Agree (5) Agree (4) Neutral (3) Disagree (2) Strongly Disagree (1)

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<tr>
<th>Statement</th>
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<th>2</th>
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<tbody>
<tr>
<td>1 Culture at Telkom Kenya is consistent with the change management strategy</td>
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<tr>
<td>2 At Telkom employees are aware of past and present system of operation,</td>
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<tr>
<td>3 Telkom Kenya has a culture which influence positive attitudes and behavior at work</td>
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<td>4 Telkom Kenya develops employees for change management</td>
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<td>5 Telkom Kenya adjust its culture to be able to deal with changes taking place in the environment</td>
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<td>6 Flexibility in Telkom Kenya culture helps the firm respond quickly to changes</td>
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<td>7 As a belief team work within the organization is good for the change process.</td>
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<td>8 Telkom Kenya has a clear mission statement in place</td>
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<td>9 Telkom Kenya has a culture that is in line with their goals</td>
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<td>10 Telkom Kenya uses its mission statement to implement change.</td>
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PART V: Change Management
Indicate the extent to which change management has impacted your organization (Place a check mark in the appropriate square bracket). Strongly Agree (5) Agree (4) Neutral (3) Disagree (2) Strongly Disagree (1).

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<tbody>
<tr>
<td>1  Approach to managing changes at Telkom Kenya have been strategic and well thought.</td>
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<td>2  As a company Telkom Kenya has strived to adapt to changes taking place in the business environment</td>
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<td>3  Telkom Kenya empowers its employees to embrace change.</td>
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<td>4  Telkom managers have effectively implemented change by planning</td>
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<td>5  The organization has a plan to deal with the technical challenges of the change</td>
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<td>6  The management team on board is always ready to support the change</td>
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<td>7  Telkom Kenya had an evaluation process in place to monitor change</td>
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<td>8  Telkom ensures that all employees are involved during the change process.</td>
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<td>9  There is a clear communication strategy during change management process</td>
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<td>10 Telkom Kenya has the right talent to make the change</td>
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<td>11 As an employees I have trust in the team in charge of change management</td>
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<td>12 Employees understand what they will gain and lose in this change</td>
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